Ministry of Tourism and Recreation

Annual Report 1983-1984

85-4951/

Ontario

Tourism and Recreation:

A ministry on the leading edge of change

Tourism and recreation – they are two social activities consistently on the leading edge of change.

Since its creation in 1982, the Ministry of Tourism and Recreation has been promoting and advocating the interests of these two related and emerging fields. The ministry is new, the staff is young and the work dynamic.

Both tourism and recreation industries face similar challenges in the future.

Demographic changes mean smaller families, more young adults and a growing older population. Technological change and workplace trends have resulted in shorter working days, more frequent or extended vacations, and early retirements.

One of the major results of all this change is that Ontario residents are enjoying more leisure time and are increasingly sophisticated about their use of this newfound personal time.

A leisure ethic has evolved: the province's residents are more actively pursuing recreation. Both residents and non-residents are also demonstrating a fervent interest in tourism. And travellers are seeking more than picturesque sights and clean streets. The ministry's research indicates a strong demand for recreational opportunities, from participating in sports to camping in Ontario parks.

The ministry has assumed a leadership role in responding to our society's emerging needs, with the purpose of improving the capacities of these two 'sunrise' industries – tourism and recreation. The staff's method of operation is to work closely with the people – from private and public sectors – who are developing these industries. Our shared goals are to ensure access for Ontarians to recreation at every level of ability and interest; and to develop the tourism plant in an increasingly competitive marketplace. Within the text of the following report are several examples illustrating projects where ministry staff and clients combined to achieve goals in the tourism and recreation fields.

In 1983-84, two very significant reports delivered to the ministry demonstrated the importance of the tourism and recreation industries to the provincial welfare.

Knowing that the benefits of recreation to the human and social fabric of the province had been well documented, the ministry sought to gather quantitative data which would shape future program planning and indicate the economic contribution of recreation to the province. The resulting study, conducted by an independent consulting firm, found that for every dollar spent by the Recreation Division of the ministry, $9.00 of economic activity were generated in the private sector.

Recreation as an economic force

The recreation study found that the programs of the ministry – ranging from capital grants to fitness consulting to development of organizational goals and leadership – serve as an important tool of economic development. The economic impact reaches into every sector of the economy. For example, organized ice skating creates direct private and public expenditures of $533 million annually: amateur hockey itself generates in excess of $418 million spending a year on equipment, fees and training, ice time, travel accommodation, souvenirs and food.

The study provided guidelines for future programming priorities. It cautioned, for instance, against curtailment of volunteer training seminars, because an estimated 20.4 million hours (1979 estimate) were dedicated by volunteers to recreation, leisure and sports activities. Based on an average provincial wage of $10 per hour, volunteers thus contributed $204 million of time.

The ministry's commitment to a leadership role – providing consulting services to volunteer organizations, municipalities and to the private sector – was confirmed appropriate by the report. In 1981, municipalities spent $538 million on recreation; the private sector, $271 million; and the average family, $2,300 on activities ranging from minor baseball to tennis.

The economic impact study also documented a number of benefits of recreation which, while difficult to quantify precisely, have major impacts both in financial and social terms.

The study indicated the contribution of physical activity to improved physical health, with significant reductions in

health care costs. These benefits can be especially pronounced at the workplace, resulting in reduced absenteeism and turnover, plus improved productivity.

Recreation also plays a critical role in the mental health of individuals, in terms of such factors as stress reduction and improved self-esteem. The study particularly emphasized the importance of recreation to individuals who found themselves displaced from the workplace.

The study documented that recreation plays a critical role in community life and in supporting community cohesion and stability. This is particularly true for communities at risk because of high unemployment or other stresses.

The study also substantiated the importance and value of recreation to the individual. It indicated recreation's significant role in the improvement of the quality of life in Ontario's communities.

A complementary report was also produced by the Tourism Division. The Ontario Travel Survey was conducted by an independent research firm. A total of 4,312 households recorded details of their travelling for a two-month period. Information gathered included destination, purpose, duration, distance, mode of transportation, accommodation, activities and expenditures. The study confirmed that the Tourism Division's most important market is Ontario's own residents – in 1982, the year the survey was conducted, Ontarians spent $4,056 million in Ontario on trips of at least 40 kilometres (25 miles) from home.

Tourism industry must meet public's expectations to be successful

The travel survey, which was taken in 1982 and analyzed prior to release late last year, demonstrated the need for effective planning to develop facilities and attractions demanded by the travelling public.

The survey, a massive data bank on the travel habits of Ontarians from all economic classes and every region of the province, provided more sophisticated information than any survey previously conducted. The information will provide important market targeting information to the industry, and help establish the direction of ministry programming for the future.

Among the major findings was that the typical traveller is in a more upscale occupation with higher income when compared to the total Ontario population. Nearly half of all person-nights are spent in the homes of friends or relatives, perhaps pointing out a need to enhance tourist packages. The senior citizens and convention business markets show great potential for further development, and recreational opportunities can be a stimulus for tourism development. The arts also prove to be a stimulus for tourism promotion.

Tourism and recreation share ground

Very importantly, the survey demonstrated a close relationship between recreation and tourism activities. Sporting events and outdoor activities occurred in 24% of all tourism person-trips, a statistic which provides further impetus for inter-ministry coordination.

In the ministry's continuing role as partner to the private sector tourism industry, its survey is being divided into detailed regional profiles to provide valuable market research data to operators.

The survey also motivated an economic impact study which will strengthen the advocacy role assumed by the ministry in dealing with other government ministries.

Camping, Wasi Fall, Lake Nipissing

municipalities, volunteer organizations and the private sector. It will enable the ministry, for example, to quantify the effect of proposed changes such as new tax laws on the tourism industry of the province, thus strengthening the advocacy position of the ministry.

Ministry responds to studies

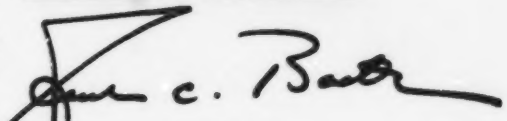
The ministry is already restructuring to meet goals highlighted by the studies. To prepare for the future, while considering the contemporary need for maximum economic efficiency, the ministry realigned its field organization. The purpose was to provide better service to Ontario communities and to take better advantage of the resources assembled in the ministry. A Field Services Division was created out of the existing Recreation and Tourism Divisions to deliver programs and consulting services to Ontario communities.

During the 1984 calendar year, regional offices are being formed in Thunder Bay (Northwest), North Bay (Northeast), London (Southwest), Toronto (Central) and Ottawa (East). The regional director in each office will report to the Division's executive co-ordinator in Toronto. Coordinators of tourism and recreation services in each regional office will oversee program delivery through 21 branch offices. The tourism and recreation consultants will be located in the same office in most communities, providing 'one-window' access and allowing ministry personnel to better use resources. Previously, Tourism and Recreation Divisions maintained separate offices.

The realignment is the result of a need to streamline the ministry to meet the demands of Ontario's population through the 1980s and 1990s.

We in the ministry view both the recreation study and the tourism study as cornerstone documents. They will play an important role in guiding us and our colleagues in government and in the field towards positive programs and policies which will see us achieve our potential as leading players in the economic and social life of the province.

I am pleased to present the second Annual Report of the Ministry of Tourism and Recreation.



Hon. Reuben C. Baetz
Minister

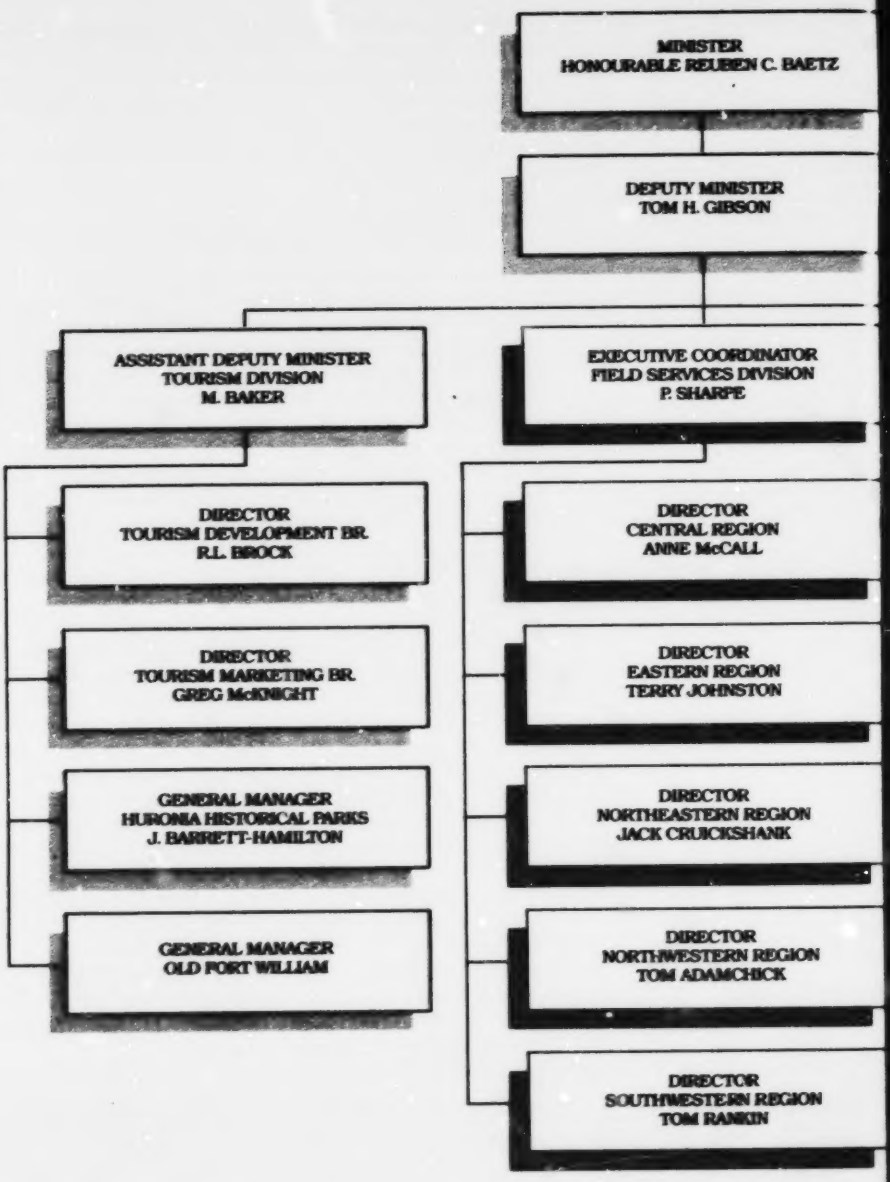
The Ontario Summer and Winter Games expose athletes to conditions at large scale events ... important training for their progression to international competition.

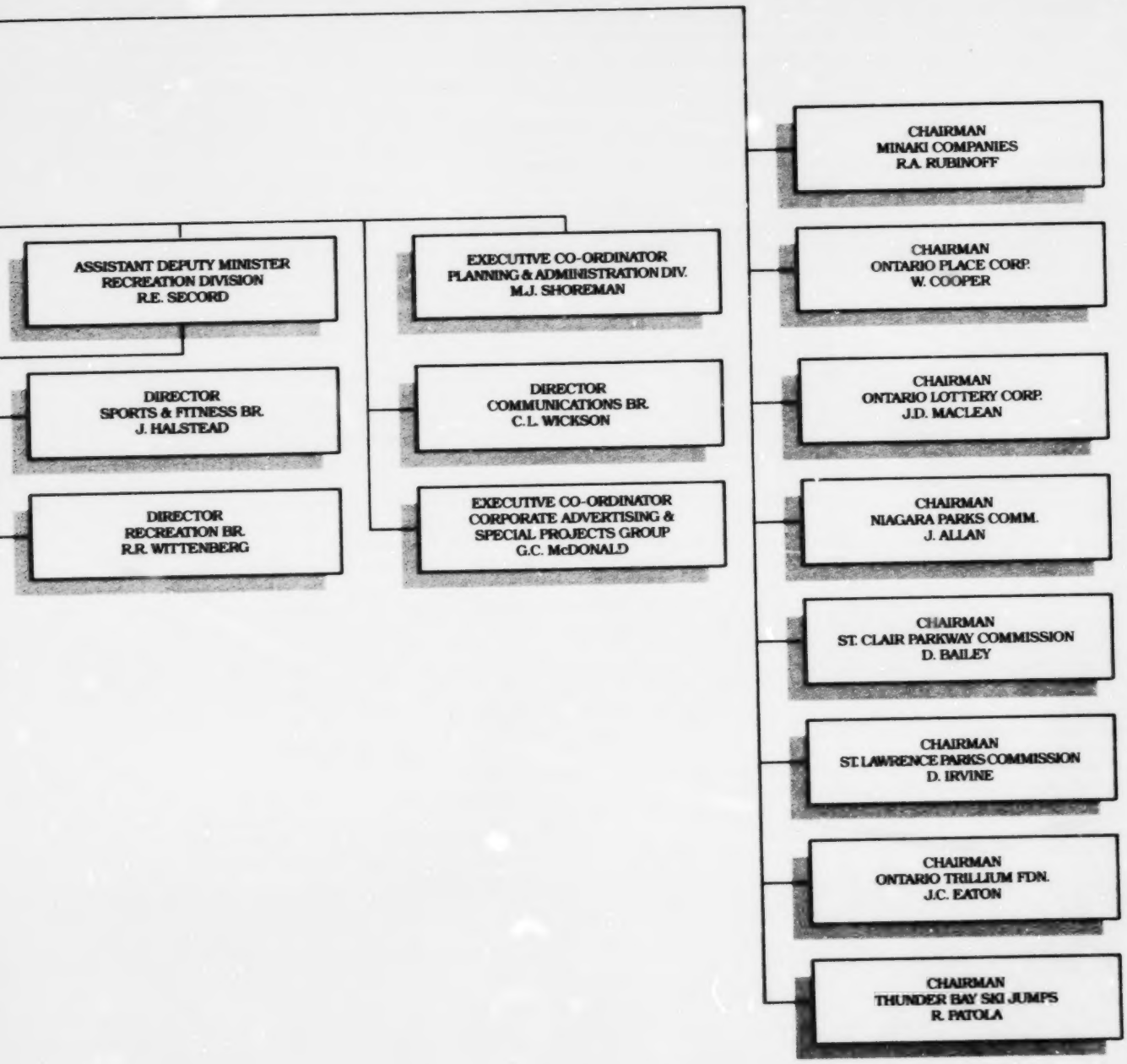
Voyageur and daughter
Old Fort William

Ontario

Ministry of Tourism and Recreation Organization Chart

July 1984




ASSISTANT DEPUTY MINISTER
RECREATION DIVISION
R.E. SECORD
DIRECTOR
SPORTS & FITNESS BR.
J. HALSTEAD
DIRECTOR
RECREATION BR.
R.R. WITTENBERG
EXECUTIVE CO-ORDINATOR
PLANNING & ADMINISTRATION DIV.
M.J. SHOREMAN
DIRECTOR
COMMUNICATIONS BR.
C.L. WICKSON
EXECUTIVE CO-ORDINATOR
CORPORATE ADVERTISING &
SPECIAL PROJECTS GROUP
G.C. McDONALD
CHAIRMAN
MINAKI COMPANIES
R.A. RUBINOFF
CHAIRMAN
ONTARIO PLACE CORP.
W. COOPER
CHAIRMAN
ONTARIO LOTTERY CORP.
J.D. MACLEAN
CHAIRMAN
NIAGARA PARKS COMM.
J. ALLAN
CHAIRMAN
ST. CLAIR PARKWAY COMMISSION
D. BAILEY
CHAIRMAN
ST. LAWRENCE PARKS COMMISSION
D. IRVINE
CHAIRMAN
ONTARIO TRILLIUM FDN.
J.C. EATON
CHAIRMAN
THUNDER BAY SKI JUMPS
R. PATOLA

Ontario

Tourism Marketing Branch

The tourism industry may be the province's largest revenue producer by the turn of the century. Currently, about one-third of total Ontario resident expenditure is in the summer months when more trips are taken for recreation/pleasure. In an effort to boost fall and winter tourism, the marketing division distributes colorful newspaper inserts. This is how tourism spending breaks down:

The branch remained committed to the "Ontario – Yours to Discover!" multi-media marketing program for a fourth year to stimulate the appeal of the province to travellers. Emphasis was placed on television advertising supported by newspaper, magazine and radio exposure.

The Yours to Discover campaign proved the most successful yet. Research showed a remarkable 93% slogan awareness among Ontarians, compared to 85% for the "I Love New York" campaign, which had been running for eight years. In key U.S. markets, the campaign scored an average 67% against strong competition.

ONTARIO yours to discover!

Ontario: compelling destination

Four summer-season television commercials presented Ontario as a destination for the whole family. The addition of two fall-season television commercials enabled marketing of the province as a desirable destination.

In May, a 48-page, full-colour, roto newspaper supplement graphically detailing the province's 12 travel regions was delivered to approximately three million Ontario residences. Additionally, five million copies of the tabloid-size insert were delivered to households of 12 U.S. cities within a day's drive of Ontario. For the winter season, a 20-page supplement was produced and inserted into 42 Ontario newspapers, plus selected dailies in Buffalo and Detroit.

Prior to distribution of the newspaper inserts, a week-long radio campaign generated consumer interest for the vacation guides.

A continuing series of 600-line newspaper advertisements in Ontario and key U.S. cities alerted travellers to Ontario's variety – from urban appeal to wilderness tours to winter recreational pursuits. National editions of 14 U.S. magazines – up two from the year previous – were used to reach upscale-income, highly-educated audiences. Research has shown this sector is more likely to make long-haul, extended trips to the province. As well, the branch maintained specialty publication advertising to promote the province as a sport fishing destination.

Special consideration was again given to the Manitoba and Quebec markets, still regarded as having growth potential. In Quebec, media personality Gaston L'Heureaux endorsed the 1983-84 radio and newspaper campaign. Manitoba advertising featured fishing, camping, skiing and other outdoor activities available in Ontario's northwest. Contests awarding Ontario travel packages were again organized by the Buffalo Evening News and the Detroit News.

The television campaign continued to earn the respect of the advertising trade. Six awards won during the year's major television commercial festivals brought to 19 the total international awards won by the Yours to Discover program since 1981.

Research Section

With provinces and states recognizing the economic value of a healthy tourism industry, market research has become

essential to anticipate and satisfy evolving consumer needs and desires. Market research undertaken by the ministry profiled visitors, evaluated advertising effectiveness and existing services and began testing consumer receptiveness to Ontario as a destination in new markets.

Research from both secondary sources and from customized studies was compiled and distributed as appropriate to the industry.

Travel Survey shows importance of home market

The most intensive study to date of Ontarians' travel habits was undertaken this year. A total of 4,312 randomly selected households maintained diaries of all travel for two months. The survey showed that 91% of all person-trips taken by Ontario's residents are within the province. Ontarians spent $4.056 billion in Ontario on all trips both within and outside the province. For those trips with an Ontario-only destination an average of $23.68 per person-trip was spent on same-day travel, and $67.68 on overnight travel.

Seventy-two per cent of person-nights spent away in the province were in non-commercial accommodations, such as private cottages. Shopping was the most popular activity followed by outdoor and sporting activities.

The results of the survey have been distributed to the tourism industry and they are proving to be a vital planning tool for both private and public sector tourism marketing.

The results of the survey and federally-collected information on non-resident travellers triggered initiation of a tourism economic impact study. The study, to be completed in 1984-85 fiscal year, will determine the value of tourism to the province in terms of taxes, employment, total income and gross output.

Research measures advertising effectiveness

Advertising tracking studies monitored the success of the "Ontario – Yours to Discover!" campaign.

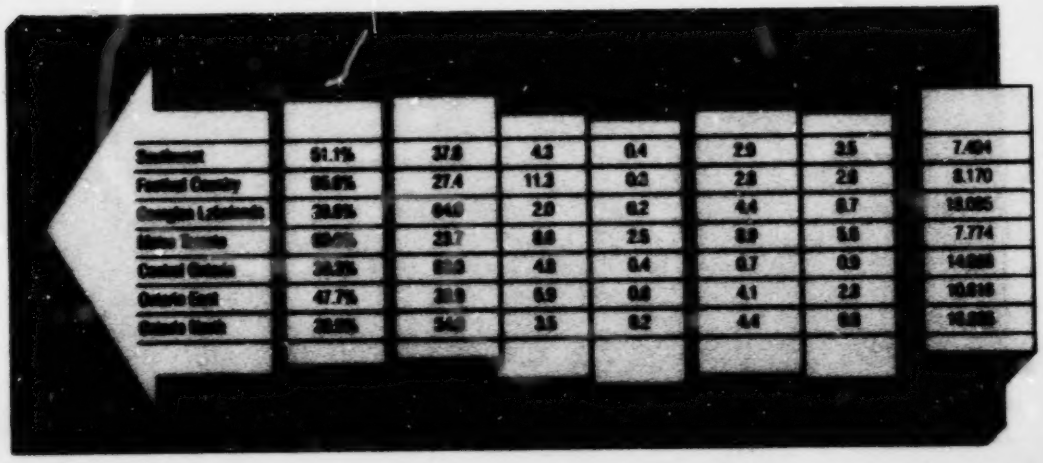
Twice during the year, 400 interviews province-wide and 1,200 interviews in U.S. cities determined public awareness. In Ontario, knowledge of the "Yours to Discover" slogan increased to 93% in February, 1984, from an initial awareness level of 44% in August, 1980, three months after the campaign started. In the U.S., awareness varied by region, ranging from 60% in Chicago to 74% in Buffalo and Detroit.

In May and January, the Marketing Branch placed colourful, magazine-style inserts in the weekend editions of Ontario and U.S. border city daily newspapers. Tracking research found that the winter insert inspired Ontarians to take an additional 155,000 trips in the province for a total incremental revenue of $12 million. This, in turn, produced $1.7 million in provincial taxes, compared against the $442,500 cost of insert placement in the province.

In the U.S. it was estimated that an additional 54,000 trips resulted from the insert for a total of $7 million in additional spending. Again, the provincial taxes of $980,000 generated from this expenditure outweighed the $202,700 cost of the insert.

Monitors evaluate industry performance

About 350 accommodation properties and 140 major attractions throughout the province reported their occupancy/



The Ontario Travel Survey found that 49% of all "destination person-trips" were for recreation/pleasure. Such information, available to tourism operators in detailed breakdown by region, may provide valuable guidance for marketers looking to target their advertising campaigns. This chart matches the Ontario area where a traveller stayed overnight with the main purpose of the trip.

Boating, Niagara on the Lake

attendance to the ministry on a monthly basis, providing an excellent barometer of tourism performance.

Research abroad
The winter of 1984 marked the second season of the ministry's television advertising campaign in the U.K. Attitude and awareness research studies were conducted prior to the first year's campaign and after each subsequent advertising period. Awareness of the Yours to Discover advertising started at 22% in the pre-advertising wave, rose to 54% after the first year's advertising and to 62% in 1984.

Research began to determine Ontario tourism's potential market in France. In-depth research is being conducted to determine travel behaviour and attitudes of France's residents as well as their knowledge and image of Ontario as a travel destination.

Profiting from market research
In response to industry requests, the ministry developed a one-day seminar on the fundamentals of market research. The seminars will be offered in 1984 at locations around the province for the tourism industry. Delegates will learn how to set objectives, choose a research method, design a questionnaire, select a sample, analyze results, and estimate research time and costs.

Customer Sales & Service Section

Broadcast and print advertising generates telephone inquiries by toll-free number to the ministry head office in Toronto. Calls last year increased 21% from the year previous — travel counsellors handled 226,000 telephone inquiries, including 9,128 on French-language lines.

Travel centres provide assistance
Forty year-round or seasonal travel centres gave information to domestic and foreign travellers. For example, the province's busiest travel centre in the Eaton Centre shopping mall in Toronto serviced 117,000 inquiries in English, French and German. Many inquiries came from Toronto-area residents seeking weekend recreational activities close to home. The travel centre provided display space for one-week time periods to regional organizations, such as the Peterborough/Kawarthas Tourism & Festival Country Travel Association. Promotional films singling out special areas or activities within the province were also shown on a regular basis.

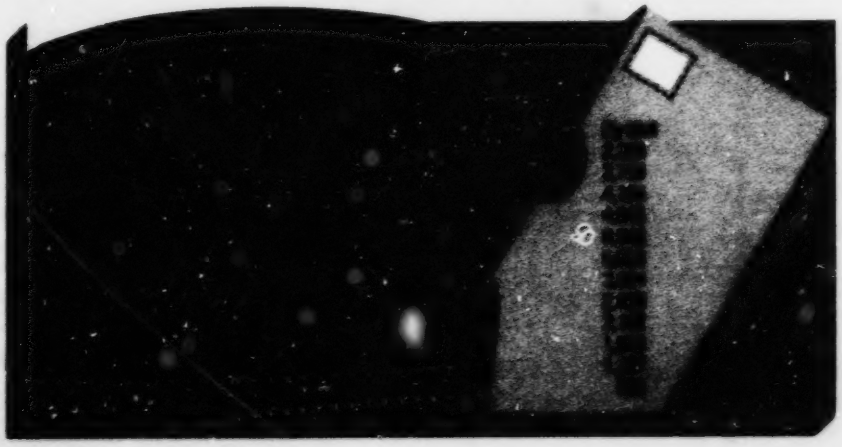
The Barrie Travel Centre continued to perform its unique role of providing information on ski resorts and campgrounds, including snow conditions, vacancy rates and even the status of fall colours.

In total, counsellors in the travel centres responded to 955,126 inquiries last year from personal visits, to telephone calls and mailed requests. Some 40 types of consumer publications including a new edition of the Traveller's Encyclopaedia were distributed in response.

Personal customer service was supplemented by continuing support of Teleguide,™ a Canadian Telidon system whereby tourist information can be accessed by easy-to-use terminals in areas of high visibility, such as malls and hotel lobbies.

The ministry's toll-free line for travellers' information continued to be advertised by Ontario Place, Ski Thunder Hospitality, Canada's Wonderland, the

The Customer Sales & Service Section of the Tourism Marketing Branch operates a toll-free telephone service (1-800-268-3735) to provide information for potential travellers. The section manager, Carole Churchill, hired 14 students to supplement 11 permanent staff at the head office location for the busy summer tourist season. Here is a 1983 calendar-year record of inquiries:



Project: Toronto slow season marketing

Anne McCall

January and February are traditionally slow months in Toronto's accommodation and hospitality business. This year the tourist operators decided to do something about it.

John Ryan, who owns several tourist businesses, Bruce MacIntosh, president of the Toronto Hotel and Motel Association, and several other key tourism representatives organized 36 hotels that contributed $1 per room toward an advertising and promotion budget.

Their idea was to offer hotel rooms on four winter weekends at 50% off along with a coupon book offering discounts at theatres, restaurants, attractions and stores.

They approached the ministry for assistance in the early stages. Anne McCall, then coordinator of field offices with the Tourism Operations Branch, arranged in quick order for the ministry to participate. In close cooperation with Tourism Marketing Branch, creative work was arranged and the "Toronto Doubles Your Pleasure" theme was created. Using the private sector funds, the ministry developed a brochure and newspaper advertisements. A newsletter was sent to 5,000 travel agents and the ministry included the program in its winter newspaper supplement to reach nearly three million households.

In the first two weeks after the campaign began, ministry travel counsellors handled nearly 6,000 inquiries about the program. Metro Toronto hotels sold 11,000 room nights under this new initiative, increasing substantially the winter occupancy levels in the Metro area.

Ms. McCall, who has since been promoted to director, central region, Field Services Division, said: "The group arrived with a budget and some ideas. We can certainly help people who are working to help themselves".

The program will be renewed and expanded in 1985.

telephone number in its extensive promotions of Ontario parks.

Travel Trade & Convention Services Section

Group travel and conventions represent a significant source of potential tourism revenue. To promote Ontario as a destination to these markets, the ministry maintained foreign offices in Frankfurt, Paris, London, Tokyo, New York, Los Angeles and Chicago. Toward convention organizers and corporate meeting planners, the staff emphasized development of international congress business and incentive travel group visits. Occasionally, familiarization trips were arranged to Ontario for key group travel buyers.

The section distributed the Travel Trade Manual and the Convention and Meeting Guide to travel influencers.

As well, a consumer-oriented publication translated from the English to Dutch, German, French and Japanese served to complement awareness created by advertising and other methods.

Travel trade missions were sent to the International Tourism Exchange in Berlin and to the World Travel Market, Britain's major travel show in London. Missions were also dispatched to the annual conventions and marketplaces of the American Bus Association and the National Tour Association.

Province attracts important convention

The ministry successfully bid for the annual convention and marketplace of the Association of British Travel Agents, which will be attended in November, 1984 by 2,400 delegates. Toronto will host the convention.

The travel trade & convention services section continued to stress importance of cooperation with the private sector. Emphasis was placed on complementary promotional and marketing programs, while international offices were kept informed of the status of facilities and visitor's services within the province.

The section also provided financial and consultative support to convention bureaus and chambers of commerce throughout the province to help increase tour group visits and meetings.

Toronto, Fort York

Marketing section newspaper advertisements encourage tourists to use toll free telephone lines provided by the Ministry.

Tourism Development Branch

The Tourism Development Branch contributes to the sound growth of tourism by stimulating the creation, expansion and modernization of Ontario's accommodation and attraction industries.

The objectives of the branch are accomplished through the following programs:

- feasibility studies assistance program
- municipal tourism development planning program
- financial assistance program(s)
- consulting
- advocacy program
- grading program

Feasibility Studies Assistance Program

This program is designed to assist operators, developers and municipalities with costs associated with conducting market and financial feasibility studies. Sharing costs for feasibility studies increases the likelihood of project implementation as the investor/developer becomes part of the early planning process.

In 1983/84, the average ministry contribution was $12,000 and the average study budget $25,000 per project. The studies were conducted by professional consulting firms. The branch provided assistance in developing "terms of reference" and monitoring the consultants' work programs.

The branch also participated in studies during the past year related to major developments at Blue Mountain of Collingwood, Deerhurst Inn of Huntsville, Ontario Hostelry Institute of Toronto and Horseshoe Valley.

Developments associated with these and other feasibility studies helps encourage the private sector to create, expand and modernize the accommodation and attraction base.

The Municipal Tourism Development Planning Program

This program, announced February 16, 1983, was designed to produce practical tourism development strategies that will assist municipalities, tourist operators, developers, investors and planners. The purpose is to stimulate the tourism economy of a specific area over a 5-10 year period.

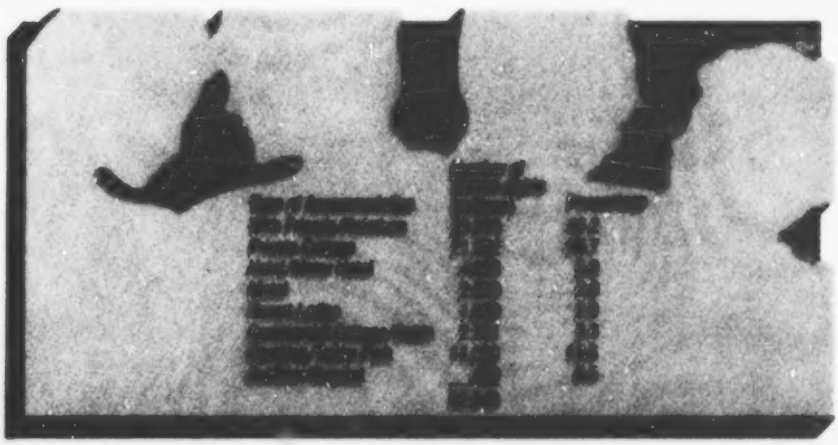
The ministry provided up to 60% (maximum $36,000) of the costs for a tourism development plan. Municipalities contributed the other 40% and assumed the lead role in all aspects of administering the study program.

Four tourism development plans were completed last year, another six were underway at year-end and several applications from interested municipalities were under review.

Some municipalities acted quickly upon the recommendations of the completed plans. For example, Prince Edward County committed to a substantial increase in their financial support for local tourism promotion and development. It has initiated the creation of a tourism development committee and it planned to hire a permanent tourism manager. As a result of the Whitewater County/Village of Beachburg study, the community is better prepared to accommodate the expected increase in tourism and to reconcile the differences between their rural lifestyle and the expectations of tourists. Demand for the Sudbury Action strategy exceeded the original supply.

The study process encouraged strong commitments and interactions between municipal officials, planners, tourist

Results of the Ontario Travel Survey were significant for both Tourism Marketing and Development branches. Because 71.9% of person nights away from home were spent with friends or relatives, or in private cottages, the tourism industry must continue to upgrade accommodation facilities while advertising their benefits.



operators and ministry staff. As a result, the level of awareness of the importance of tourism was raised through the study process and the identification of specific impacts on the community.

Financial Assistance Program

Economic development and employment growth are encouraged by providing financial assistance for the establishment and expansion of tourism facilities. Tourist attractions and recreation facilities are eligible if located in areas outside of Metro Toronto. The attractions must be capable of holding tourists in the area, preferably causing them to stay overnight, thereby benefiting local tourist operators and the area economy.

Tourism Development staff review, provide recommendations and assume some administration responsibilities for these programs.

The Tourism Redevelopment Incentive Program (TRIP), inaugurated in 1979, guarantees loans from conventional sources of up to $1 million and provides interest subsidies of five percentage points for five years, decreasing by one point each year. For new projects, a subsidy of up to 8% in the start-up year is available.

By fiscal year-end, 167 loans valued at $50.1 million had been guaranteed to assist operators to construct, upgrade and expand hotel and resort accommodations and attractions. The totals included $11.6 million guaranteed for 45 borrowers in 1983-84.

In other low-interest lending programs, the Ontario Development Corporation nas awarded a variety of tourism term loans totalling some $91 million since 1970. Last year, 57 loans were made totalling $6.3 million since 1970. Last year, 57 loans were made totalling $6.3 million for facilities development, including $562,300 to help 18 establishments secure a higher Tourism Ontario grading.

The government's objective in all these programs is to lever private sector investment in projects by sharing the risk. The ministry, however, does not accept a dominant position in the investment partnership.

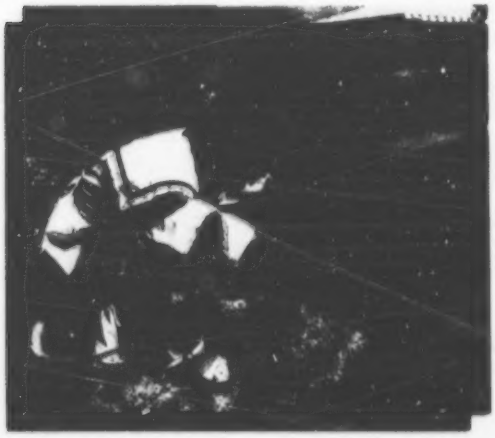
Eastern Ontario Subsidiary Agreement (EOSA), a cost-shared federal/provincial agreement, has had funds at work on 40 projects across eastern Ontario with $2.5 million committed in tandem with private investments of $7.1 million. Eight contributions were approved last year – for example, the Riverfest event at Brockville in the St. Lawrence River area.

In addition, The Board of Industrial Leadership and Development's (BILD) heavy commitments to tourism resulted in a provincial government investment of some $138 million since 1981. Previous BILD awards contributed to major new convention facilities in Ottawa and Toronto, which will propel the Ontario meetings industry into the world rankings.

Development of human resources

The ministry supported manpower development in the tourism industry by cooperating with the Ontario Hostelry Institute. The Institute provided skills training in food service and other hospitality areas. Its executive director was seconded from the ministry staff.

To encourage investment in the tourism plant, the ministry offered professional counselling services which helped operators and investors assess technical and business aspects of new developments, expansions or improvements to existing facilities.



Millcroft Inn, Alton

M.S. Chi Cheemaun (The Big Canoe), Tobermory

Changing of the Guard, Ottawa

Project: Lone Pine Camp Tourism Development

Bert Hofmann

When Bert Hofmann, manager with the ministry's Tourism Development Branch, learned an investor was looking for a resort vacation property in Ontario, he suggested Kieffer's Lone Pine Camp at Wabigoon.

Mr. Hofmann reasoned the area would be perfect for attracting the German tourist clientele the investor had in mind.

The investor, Walter Huber, agreed the area offered potential. The camp consisted of 10 log cabins, 20 campsites, a boat rental operation and fly-in outpost camps. Mr Huber added five more cottages, a central comfort station with showers and laundry, and he expanded the boat/motor rental operation. Lone Pine Camp proved successful, thanks in part to marketing through travel agencies in Germany and representation at the International Tourism Exchange in Berlin. Mr. Huber recently purchased Muskie Bay Lodge at Wabigoon, a sign of his optimism in the continuing attraction of Ontario's outdoor life to tourists.

Mr. Huber has introduced nearly $500,000 to the local economy through expenditures for improvements of his two properties. The tourists visiting his facilities represent consistent income for the local service sector. And his marketing supplements the activities of Ontario's own tourism selling efforts.

From the point of view of Mr. Hofmann and the Tourism Development Branch, Mr. Huber has contributed very positively to the province's appeal for tourists. That is the branch's main goal.

The Tourism Development Branch generated the provincial response to tourism-related applications under the Foreign Investment Review Act, and similarly evaluated the business plans of prospective immigrant entrepreneurs for the federal immigration authorities. Both assessments are channeled through the Ministry of Industry and Trade.

Consulting Program

The ministry is alert to the need for professional guidance throughout the entire tourism industry and provides such a service to developers, owners and managers, municipalities and tourism organizations.

The branch provides technical and business counselling to operators, developers, investors, private consultants, local governments, educators and prospective immigrants.

In 1983-84, this program involved about 1,000 contacts.

Thirteen Tourism Development manuals have been prepared and published for use by tourism consultants as a counselling tool, as well as by tourism operators and prospective developers as a guide to planning, development and operation. The following titles, among others, have been published:

- The Business of Financing
- Expansion Planning
- Recordkeeping
- Marinas: A Guide for the Development and Operation of Recreational Boating Facilities.

Advocacy Program

The Tourism Development Branch staff assist in the formulation and implementation of programs and policies of other provincial ministries and other levels of government as they relate to tourism.

Branch staff have prepared briefs on such matters as minimum wage legislation; liquor laws; taxation; fish and game laws; store closings and timesharing.

Branch staff served on continuing committees and task forces concerned with revisions of provincial, federal and municipal legislation, regulations and programs and other committees which involve issues impacting on tourism.

Grading Program

This program is administered by Tourism Ontario, a federation of travel and trade associations. Its efforts are heavily supported by the ministry.

Seven hundred and forty-three properties, rated by star grades 1 to 5, participated in the accommodation grading program. Properties using the program continued to increase.

The objectives of the Grading Program are to facilitate improved marketing of accommodation; provide incentive to upgrade tourism accommodation in the province; retain more domestic tourists in Ontario and attract additional foreign visitors.

Toronto, St. Lawrence Market

S.S. Segwun, cruising on Lake Rosseau

Sports and Fitness Branch

A major reorganization took place in the Branch during the past year. By consolidating resources in sections – games and community initiatives; development; promotions and awards; fitness and technical – the new alignment structured the Branch for a more coordinated client service capacity. Furthermore, the reorganization resulted in enhanced flow of information internally.

The Recreation Division's goal is to ensure participation opportunities at all levels of interest and ability for Ontarians. Branch programs supported athletes at high performance levels while aiming to increase general participation in physical activities, including sports. Most programs were conducted in cooperation with the more than 100 recognized provincial sports associations, fitness agencies and regional groups.

In keeping with the Branch's commitment to develop amateur athletes to national competition levels, the Ontario Summer Games were re-established. The games were redesigned on a "championship model," whereby all participating sports will use the games to declare provincial championship associations. The Games were held in Sudbury in September, 1983, where more than 3,000 athletes participated.

Many of these athletes will graduate to the 1985 Canada Games, designed for promising athletes who have attained performance levels just below national and international rank. The Canada Games are regarded as training ground for future national team members.

Province a leader in producing Olympians

In past years, approximately half of the Canadian team at major international competitions was from Ontario. In the 1984 Winter Olympics at Sarajevo, for example, 57% of the Canadian team resided in Ontario. In 1983-84, a major new initiative was proposed to further assist athletes striving for excellence through the Games program. This program will have major implications for sport development in the province.

Among its objectives, the program will:

– develop sports not presently active or flourishing;

– ensure adequate facilities for high performance athlete training;

– ensure that 50% of the total national sport development centres are established in Ontario over the next four year;

– increase the number of national carded (i.e. ranked) athletes in Ontario from 50 to 60% and the number of Ontario athletes on Olympic, Commonwealth and Pan-American Games teams from 55 to 65%;

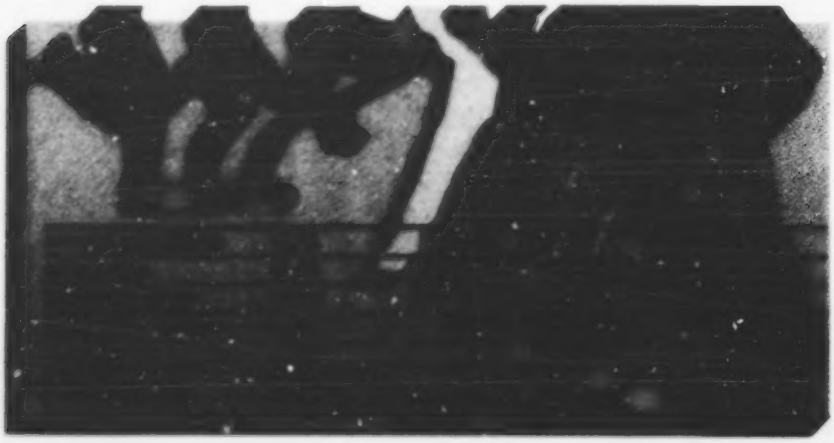
– target the level of Ontario athletes' medal awards to 50% of the Canadian team total;

– increase the total participation in sport in the province by at least 10% over the next four years.

Last year the ministry established a number of sport development centres for high performance athletes. These centres, combining the most modern facilities, equipment and technical resources with top-flight coaches, have contributed to enhanced athlete development.

The excellent performance of Ontario athletes at the Canada Games, Commonwealth Games and other major international competitions is a result of Ontario's sport development system. A key element in this system since 1977 has been the ministry's elite athlete assistance program, which

The sports and fitness branch works with organizations on a consulting basis to establish employee fitness programs. Experts believe that fit employees prove more productive, and that their increased health reduces stress on the province's medical care system. Of 1,200 Ontario Hydro employees who registered for an employee fitness motivation program, 140 were selected to participate in a 17-week exercise program. Body fat, blood pressure, cholesterol levels and risk of heart attacks were reduced significantly. As well, employees reported:



has enabled top-ranked and emerging athletes to pursue their athletic careers without financial hardship. This program since its inception has disbursed grants in excess of $2 million to assist promising athletes with education, training and competition expenses.

The ministry recognized ski jumper Horst Bulau of Ottawa as Ontario's outstanding amateur athlete of the year. The Ed Werenich world champion curling rink was named team of the year. Awards were presented March 30 at the Ontario Sports Awards Banquet to more than 1,000 athletes, coaches and volunteers.

The ministry's complementary goals of encouraging competitive excellence and mass participation were developed during the year by the establishment of the sports medicine office at the Ontario Sports Centre. An executive director is developing a coordinated approach to the delivery of sports medicine information and programs throughout the province. Meanwhile the Sports Centre, financially supported by the Branch, continued to provide varied services to more than 70 recognized sports.

Training for coaches

Ontario's coaching development program, begun in the mid-1970s, has developed into a national program in all provinces and territories and continues to be a model for other countries. During the year, the ministry enrolled more than 6,300 coaches in over 400 training courses at more than 100 host sites.

The accelerated growth in the number of coaches participating in the national coaching certification program, and the ministry's desire to provide better service to Ontario's coaching community, has led to the computerizing of the administration process. There is direct access to a central computer located in Ottawa.

As part of the continuing efforts to keep the coaching community fully informed, orientation sessions were held with the Field Services Division staff to enable them to promote the national coaches certification program to their community clients.

In September, the ministry held the first provincial coaches seminar in Toronto. The event provided professional and developmental opportunities for 150 of Ontario's top coaches with top practitioners in coaching from throughout North America as leaders and lecturers.

Games for Disabled attract top athletes

In keeping with the ministry's philosophy of providing recreational opportunities for residents at all levels of interest and ability, the 1983 Ontario Games for the Physically Disabled were held in Brampton, attracting 300 athletes. The Games are based on the Ontario Games model and qualifying competitions were held in each region. It was announced that Toronto would host the 1984 Games.

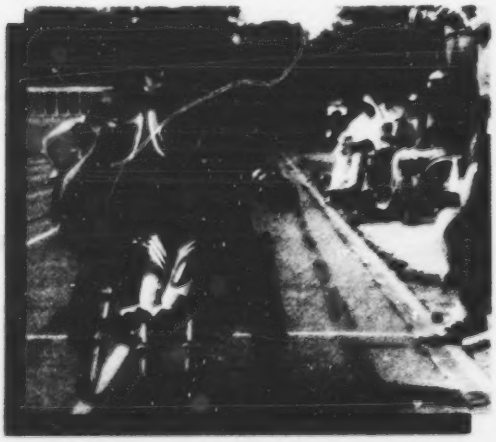
Games for Seniors

Plans were also initiated to hold a series of regional games for able-bodied seniors.

Bicentennial programs

The Sports and Fitness Branch initiated a number of special programs to take place in conjunction with the Ontario Bicentennial celebrations.

Through its games and community initiatives section a Bicentennial Youth Sports and Fitness Festival was designed to teach young persons the basic sport skills of running, jumping, throwing, catching and kicking.



The wheelchair racing event, here seen at the regional games for the Physically Disabled, was selected as a demonstration sport for the 1984 Olympic Summer Games in Los Angeles.

World Pairs Figure Skating Champions Barb Underhill and Paul Martini.

Project: Ontario Summer Games
Sports & Fitness
Garry Adams

The nine-month mission for the City of Sudbury's Ontario Summer Games organizing committee was to plan an event that would bring together 3,000 athletes for the Labour Day weekend. Enter Garry Adams, assistant coordinator with the Sports and Fitness Branch's games and regional sport development section, which is managed by Bob Farrow, coordinator.

He made sure the various committees within the organizing committee were completely aware of their responsibilities. There was an endless stream of details – technical requirements for facilities, providing officials, transportation for the athletes, accommodation, meals...not to mention logistics for the opening ceremonies.

"There is no possible way one person can do everything himself," said Mr. Adams. "You have to rely on the committees. By April, there was a point of no return and my role at that time became a trouble shooter – what to do when registrations were late, making sure all the information was out, ironing out problems with the individual sports when necessary."

The Games are intended to provide strong competition to athletes who are close to being nationally ranked. With 18 sports and 3,000 athletes competing, the Games give young athletes valuable exposure to the multi-sport event atmosphere and the experience benefits them as they move up the ladder to national and international competition.

The Games went off smoothly. "Without my municipal recreation background it would have been very difficult to handle the responsibilities," Mr. Adams agreed. "You are dealing with volunteers and it is imperative to be sensitive to the various pressures affecting them."

The festival was planned to consist of three levels of participation beginning at the community and progressing through the area level events to a grand finale at Centennial Park in Etobicoke in August, 1984.

A major Bicentennial initiative from the development section of the Branch was a series of Run-Jog clinics, including a series of "fun runs."

Fitness program benefits from merger

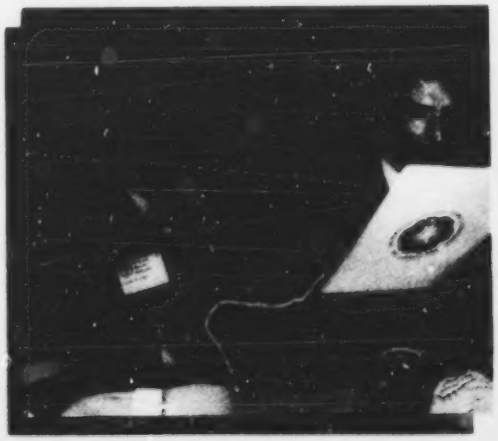
Not everyone wishes to participate in organized sports. But everyone can benefit from exercise and some form of recreational physical activity. The amalgamation of ministry's fitness program into the Branch enabled it to better build public awareness and develop additional community resources. Expanded participation in physical activity as a positive force in physical, mental and social health was expected to result.

Stressing that fitness is not just calisthenics, the FitFive program promoted more than 50 different types of activities, from badminton to gardening and basketball to lawnbowling. Points were awarded based on the nature and frequency of the activity, and certificates provided for completion of each of the five fitness levels.

A series of fitness-related workshops were introduced during the year in nutrition, pre/postnatal fitness, dance, music and stress management. These workshops were well received throughout the province and interest increased dramatically.

Over 500 fitness leaders throughout the province received further training. A number of clinics were held to train new effective and qualified fitness leaders.

The Ministry's corporate challenge project also boosted fitness awareness and participation from Windsor to Ottawa, with thousands of business people from hundreds of local companies taking part in these one day fitness-fun events.



Hon. Roland Michener received a special fitness citation from the province for setting an outstanding example to all Ontario residents.

Mooretown St. Clair

Recreation Branch

As Ontario moves through the 1980s, its citizens will have greater amounts of leisure time. The Recreation Branch has the mandate of ensuring that all Ontarians have the opportunity to participate in activities at their desired level of ability.

The anticipated increasing demand for recreation amplifies the need for a co-ordinated approach among organizations supplying recreational services.

In 1983, the first draft of the Framework for a Provincial Policy on Community Recreation Services, which emphasizes coordination, was circulated to municipalities and private and public agencies. Their comments and submissions have been considered and are being incorporated into a second draft. This version will be circulated during 1984 for feedback prior to preparation of a third and final draft of the report.

The Provincial Policy resulting from this process of public involvement is expected to guide delivery of recreation programs well into the future.

Branch assumes leadership role

In its leadership role, the Recreation Branch assists and enables others to provide recreational services. For example, the Branch offered 50 seminars across Ontario for persons working with older adults. Topics included intergenerational programming; training of club executives; leisure counselling; and recreation for the

homebound elderly.

The handbook Time on Their Hands was published specifically for homebound adults. As with the entire leisure counselling program for older adults, the objective was to make life more meaningful and enjoyable by encouraging use of physical and mental capacities to their fullest extent.

The Branch worked frequently with municipalities to accomplish mutual goals. The "Municipal Recreation Bulletins" were produced in French for distribution to francophone municipal officials and community volunteers. Each of the 19 bulletins addressed an important issue of recreation program delivery, such as financing, community planning, public relations and leisure education.

The municipal recreation certification program promoted professional training and experience in the field. In 1983-84, 175 certificates in various categories were issued.

The Branch also completed revision of a community recreation facilities standards manual, a guide to plotting immediate and long-term requirements for local facilities.

Many creative ideas worthy of wide application came from the municipal governments and other agencies. To communicate these innovations, a cost-efficient newsletter called "Idea Exchange" was launched to publish articles focusing on recreation program, facility and administration concepts.

Resources, ideas and philosophies were also exchanged at the Recreation Northwest Conference. The unique three-day event in Thunder Bay attracted 300 delegates from nearly every community in the region. The Branch provided financial and planning support and participated in the conference, which boosted recreation development in northern communities.

Financial assistance benefits communities

The Branch provided financial assistance to communities and to provincial organizations to help them help themselves. For example, in Parry Sound, Branch support enabled employment of a recreation director who provides services for the municipality and several neighbouring communities. The results of this and two other pilot projects will help other communities address their problems and develop appropriate solutions.

Assistance to provincial organizations included grants to both the Boys and Girls Clubs of Ontario for evaluation of individual clubs and the Boy Scouts of Canada (Ontario Region) to undertake evaluation of its regional structure and delivery system.

The Branch started an integrated recreation leadership program for recreation practitioners and volunteers. A pilot project was completed for a workshop series on Increasing Effectiveness with Community Groups. Three residential workshops were convened (one for staff, one in cooperation with the North Western Ontario Professional Recreation Society, and one in Metropolitan Toronto) and a resource manual for participants was compiled.

Helping groups help themselves

A project management committee was established, in cooperation with Geneva Park and the YMCA, to conduct a training event in March, 1985 for recreation staff who design and conduct training sessions for other staff and volunteers.

An evaluation of summer playleader programs in the province was completed.

The average Ontario family spends $2,300 per year on recreation, according to a study by Earl Berger Limited for the Recreation Division. The four skating sports alone account for annual expenditures of some $533 million. The recreation branch provides operating grants to sports governing bodies and arranges Wintario grants to clubs and associations. The seed grant multiplies through expenditures by the sports bodies, associations, clubs, participants, volunteers and spectators. This is how it breaks down for ice skating:

Project: Facility maintenance
Recreation
John Shipman

Municipal parks and recreation departments have an important responsibility for maintaining their physical plant – from parklands to community halls and arenas. John Shipman, head of the Recreation Branch's community planning and facilities section, together with senior officials of the cities of North York and Scarborough, reasoned that recreation managers are looking for ways to maintain their facilities while keeping their budgets in line.

Mr. Shipman commissioned the consulting firm Woods Gordon to conduct survey research and produce a "user-friendly" manual for maintenance management. Step Two will be to implement a state-of-the-art maintenance management system in a community and then communicate the results to other municipalities.

"Many cities built large numbers of recreation facilities in the last 15 years," said Mr. Shipman. "A key goal for municipal managers now is to arrest deterioration of the facilities. Through a strong maintenance management system managers can provide for long-term use in a climate of public constraint on expenses."

Mr. Shipman distributed the manual at a conference hosted by North York in February, 1984. Recreation managers from cities with more than 80,000 population attended, representing over half Ontario's population. "It proved to be a very enthusiastic exchange of information. There aren't too many other opportunities where these managers can get together and focus on the specific issue of maintenance management."

The community planning and facilities section has also distributed a booklet explaining how parks and recreation departments can establish reserve funds for future repairs. Said Mr. Shipman: "There will continue to be great demand placed on recreation facilities across the province. It's essential that we keep them in good condition."

and an extensive consultation process with clients was initiated in this long-term process.

A number of workshops on specific leadership development topics were sponsored and designed with regional client groups. Topics included youth leadership, volunteer development, community development, and recreation and parks management development.

Branch representatives participated with representatives of Fitness Canada, other provinces and national sport and recreation organizations, to establish The Skills Program – a series of training packages for volunteer board members in sport, recreation and fitness organizations.

In the field of camping and outdoor education section, Branch staff helped conduct organizational reviews for provincial organizations. The reviews resulted in increased managerial effectiveness and commitment of the members to long-range planning.

The Ontario Camp Leadership Centre offered development programs for 550 youths from 300 organizations. Graduates returned the knowledge to their organizations, representing a potential 72,000 recipients. A special session for 20 francophone delegates was conducted in July.

Also at the Centre, 50 adult educators took part in a camping skills program and 150 camp directors participated in a four-day workshop.

Preserving facilities for the future

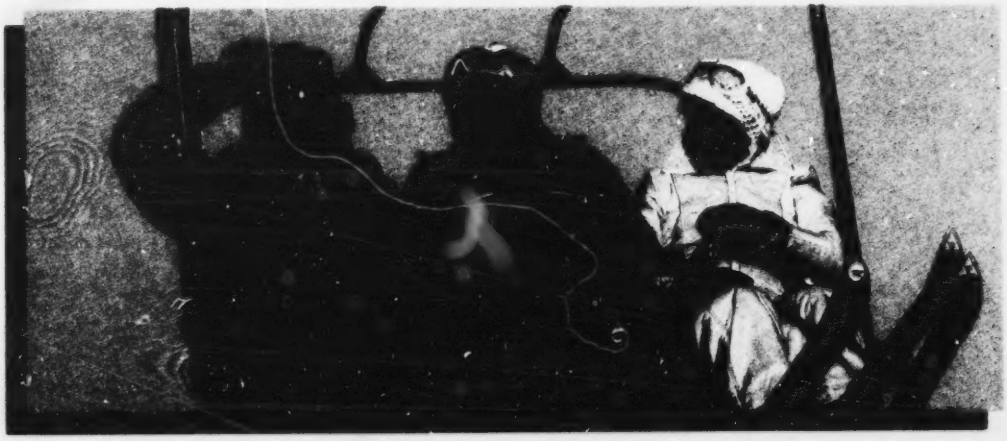
In February, 1984, attention turned to preservation of Ontario recreational facilities through proper maintenance. Forty senior parks and recreation administrators for municipalities over 80,000 in population met in North York. The seminar was organized by Field Division staff, Branch representatives and senior staff from the cities of North York and Scarborough. Delegates were given a manual on a facility maintenance management system.

In a related project, the Branch began working with the Royal Life Saving Society of Canada, Ontario Section, to demonstrate revitalization of indoor pools. The program involves changing management, usage and structural design of a case study pool to increase use and decrease maintenance costs.

In other projects, the Branch continued the popular puppet show, "Kids on the Block," by lending five sets of props to local volunteer groups. The show educates Ontarians to the special needs and abilities of disabled persons.

Funded also was the first volume of "Urban Parks in Ontario," tracing the period up to 1860. The author, Dr. Jack Wright of the University of Ottawa, will complete the story in future volumes to the present.

Skiing on Blue Mountain, Collingwood



Skier Todd Brooker of Paris, Ontario was among the popular athletes to attend the Ontario Sports Awards Banquet.

Ontario

Field Services Division

With the Ministry of Tourism and Recreation's realignment, communities across Ontario are linked by a network of offices in five regions. Each office is staffed by consultants who work with municipal recreation and planning departments, tourism associations, operators, private and public agencies and volunteer groups to strengthen local services.

Recreation

The recreation field consultants provide information and serve as a valuable consulting resource to their clients. They work to improve the effectiveness of recreation organizations and promote sound financial management. They build leadership skills amongst volunteers and professionals and expand participation in recreation programs and issues.

One of the consultant's key roles is to encourage coordination and proper planning of recreation services and facilities across this province. These objectives were accomplished in 1983-84 primarily through personal consultation, supplemented by workshops, seminars and conferences. Field offices served as access points for the clients wishing information about the specialized sport, fitness and recreation consulting units located in the ministry's Recreation Division – as well as to the ministry's resource centre, library and film service.

Grants made under the ministry's financial assistance programs reinforced community initiatives. All grants to municipalities and community organizations were negotiated by the local field consultants.

The Wintario capital grants continued to be an important support for the construction of recreation, sports and fitness facilities in Ontario communities. Projects had to be consistent with local recreation priorities. A major prerequisite was broad participation from the community in planning and implementation.

Additional capital support was delivered to municipal councils through the Community Recreation Centres Act, which provides funds for the construction of indoor and outdoor arenas and swimming pools, community halls, fitness trails, athletic fields, cultural centres, gymnasiums and tennis courts.

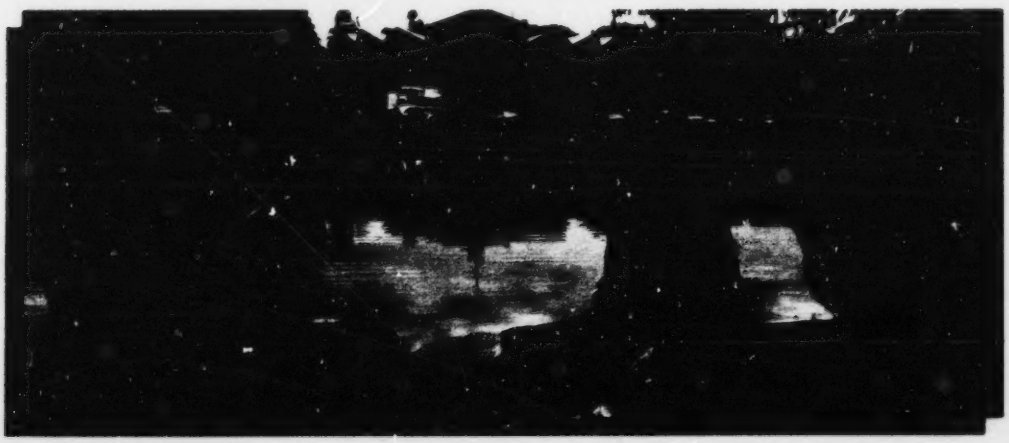
Wintario also provided funds to develop community recreation activities. Consultants assisted community groups, municipalities, Indian Bands, non-profit groups and private companies to undertake new initiatives and projects.

In addition, it was determined whether municipalities with a recreation committee were eligible for an annual Grant for Municipal Recreation Programs. The ministry's recreation consultants also administered the recreation component of the Experience program funded by the Ontario Youth Secretariat. This program created about 1,500 summer and winter jobs for young people.

Ministry seen as a resource

The Field Services offices served a dual role of delivering recreation, sports and fitness services, and of interpreting community needs. Last year there were strong indications that communities see their local ministry office as a resource for coordination, training, planning and program development.

In 1983-84, the ministry emphasized coordination of programs and resources. "Recreation Northwest" was the name of a



Festival Theatre, Stratford

recreation conference held in Thunder Bay, attended by over 300 delegates. The event brought together people from all aspects of the recreation field; volunteers, professionals, municipal politicians and administrators.

In Stoney Creek, the city and the ministry co-hosted a community conference which brought 60 local communities together to discuss recreation resources.

Previous planning initiatives by the recreation consultants also resulted in a similar community recreation conference in Seaforth.

Strengthening management in recreation departments and agencies continued to be an important goal. Senior management teams from municipal recreation departments in the Peterborough area met at a symposium on the financial management tools and techniques necessary for the 1980s.

In St. Thomas, ministry consultants facilitated a session for the High Street Y.M.C.A. on debt retirement and operational management strategies.

Sessions boost management skills

The ministry invited senior managers of recreation and parks from the Metro Toronto area to a series of four "executive briefings." Briefing sessions focused on the economic impact of recreation, systematic maintenance management, regional recreation policy and tourism at the municipal level.

The agendas of three training sessions co-sponsored by the ministry and Recreation Association of West Central Ontario included conflict management, working with teens and negotiating skills.

Today's recreation manager requires up-to-date information on which to base decisions. In Northwestern Ontario a computerized data base of regional sports activities was established.

In the Metro Toronto area, a recreation data study developed inter-municipal comparisons of various expenditures and revenues. The report provided managers with information upon which to make decisions, and an opportunity to share solutions with their counterparts in other municipalities.

More effective planning and more efficient use of resources also rated as key objectives last year. The ministry's London office assisted local leisure service providers to develop a comprehensive plan for the future.

The Borough of East York completed its first comprehensive recreation master plan with considerable input from the area recreation consultant.

A comprehensive leisure services review was undertaken for the City of Chatham. Interviews with staff, elected officials and community groups resulted in recommendations for future directions and priorities.

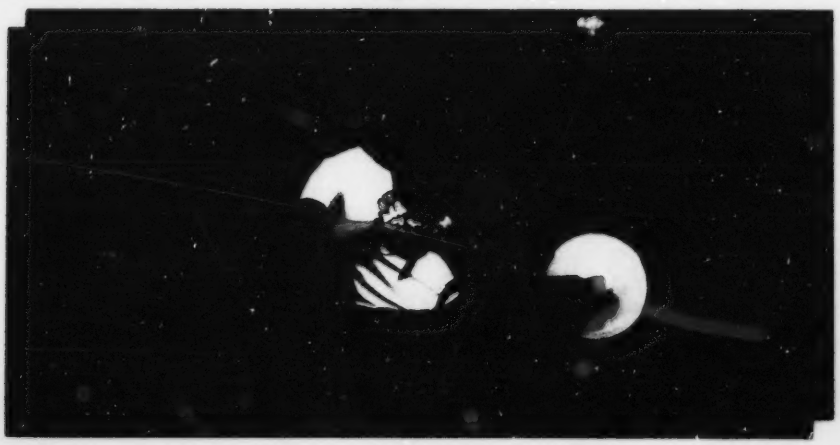
"Maximizing Recreation Resources" was the theme of four workshops in Alvinston, Lambton County, for over 100 recreation committee members and staff. Topics included: sharing local resources; developing cooperative programs; financing and funding of community groups.

Volunteers are vital components

Community volunteers who run minor sports organizations received a considerable amount of attention. In Northwestern Ontario a series of sports skills workshops were held in various remote northern communities. This practical approach worked well also in developing

Bobcaygeon, Kawartha Fiddlefest

Quetico Provincial Park



Project: Chatham
Field Services
Don Reid

The City of Chatham decided it was time to evaluate the recreation services its Parks and Recreation Department was offering to area residents. A call was placed to Don Reid, a supervisor with the Field Division's London Office.

Mr. Reid and his staff conducted 42 interviews and placed 32 questionnaires with "major players" in the recreation community, such as sport groups and YMCA staff. Data was collated with a University of Western Ontario computer and Mr. Reid returned a concise 47-page report to Chatham.

The report lays out a proposed design for the development of recreation services. It includes major recommendations concerning the city's leadership role in coordinating services offered throughout the city, methods of budget analysis for a fee system, and the need for a long-range plan.

Said Tom Rankin, director of the Field Division's southwest region: "The staff's work with Chatham is a good example of the leadership the ministry provides to Ontario communities through our consulting role."

youth leadership skills.

A sports management program for 35 recreationists was held in Ridgetown. Training sessions included practical skills in operating sports facilities and strategies for working with community sports groups.

The ministry's Toronto field office coordinated a three-day "Sport Executives Training Conference." Over 100 delegates learned about topics ranging from fund-raising to promotion, and financial management to leadership skills.

Field Services recreation consultants also worked closely with recreationists and the community on a variety of special interest projects. For example, Games for the Physically Disabled were held in Timmins where the ministry, the city and the Kiwanis Club organized this successful event.

A committee was formed under the auspices of the Ottawa Council on Aging to gather information and resources on the subject of pre-retirement counselling and preparation.

The Association Canadien Francaise de l'Ontario joined with the ministry to plan playground leader training courses in French.

In Metro Toronto two days were devoted to an in-depth study of the "Big Generation Volunteer" and the impact of that group on the recreation field in the near future.

Three major research initiatives were undertaken in the Peterborough district on the role of volunteers in recreation provision. The resulting workbook for clients will help them to examine the programs and services that they offer, as well as review their recreation planning process.

The ministry's Toronto office designed and implemented a $1.2 million program enrichment project last year. The Canada-Ontario Employment Development project employed 75 individuals who brought specialized recreation skills to recreationists and other professionals in the Metro Toronto area. The skills included fitness, new games, theatre, crafts, sports, disability awareness, leisure counselling and leadership skills.

In the Ottawa-Carleton Region 110 guests representing 80 companies were invited to a minister's luncheon on "Employee Fitness and Recreation." Delegates were given information and encouragement to inaugurate employee fitness programs in the workplace.

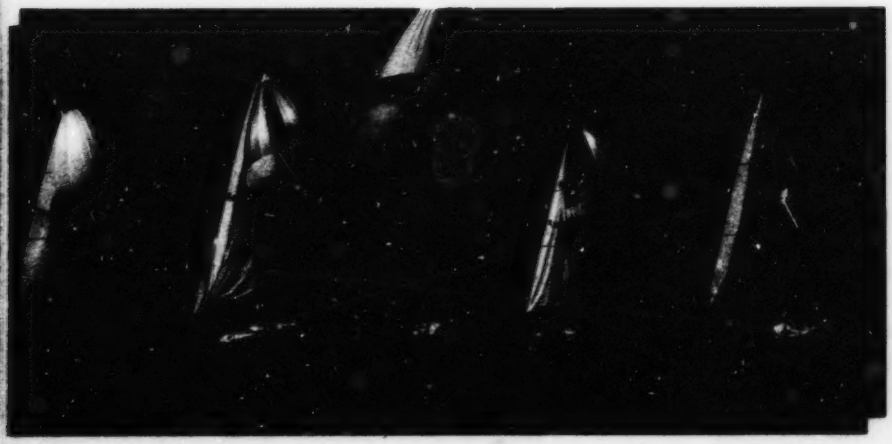
The ministry's field offices provide a valuable means of obtaining feedback from the clients and the community about the services that are being provided. A regional recreation conference was held in Sudbury at which recreationists from the Northeast discussed the ministry's programs and services. Consultants provided information about the ministry, while delegates, in turn, gave their constructive reactions and recommendations to assist the ministry in the design of its future activities.

Tourism

Tourism industry consultants provided financial, management and operational consulting assistance to tourist operators, owners and investors. Their goals were to increase productivity and investment in the tourist industry, thereby creating new jobs.

These objectives were met mainly through one-on-one consulting with individual operators, using specially

Sailing on Lake of the Woods



Fishing at Eagle Lake

Project: NORDA
Field Services
Maurice Gagnon

When the federal and provincial governments combined on a 50-50 basis to fund the Northern Ontario Rural Development Agreement (NORDA), Maurice Gagnon was named secretary to the tourism sub-committee.

By the end of the three-year project, he was handling all aspects of the sub-committee's administration, from contract agreements to funding disbursements. Total budget was $3 million.

Starting from scratch, with no precedents to guide the endeavour, Mr. Gagnon and the committee funded 197 separate tourism programs. They were divided into three categories – marketing assistance; feasibility studies for major projects; seed funding for capital projects of major regional significance.

Among the development projects was a snowmobile trail network from the Michigan border to Spanish, Ontario. It tied in tourist operations, such as resorts and camps along the route. In some cases, the trail extended their operating seasons through the winter.

A total $1.9 million was committed to 156 applications for marketing assistance, ranging from $700 to $50,000.

The geographic scope of NORDA extended from Parry Sound north and west to the Manitoba border, excluding urban areas. "It was a great opportunity to work with both private sector operations and with other government ministries," said Mr. Gagnon. "We had meetings for visibility where we could, but the area was so large that for the most part I had to let my fingers do the walking."

Mr. Gagnon, formerly a consultant with the Tourism Operations Branch, has since been promoted to tourism coordinator, north-east region, Field Services Division.

Huronia Tourist Association, St. Lawrence Parks, Travel Sault Ste. Marie. As well, the Ministry of Natural Resources included the designed tools such as the "Planning for Profit" marketing and financial guides. Many seminars were also conducted throughout the year on specific aspects of the tourism business.

Consultants advance tourism interests

A relatively new role and one of increasing importance is the advocacy role individual consultants in the field are now undertaking on behalf of our clients. A key goal is to ensure tourism interests are recognized by various agencies both within and outside the Ontario government.

For example, consultants frequently presented the highly successful municipal awareness program entitled, "Tourism – An Opportunity to Discover," to over 125 municipal councils. This audio-visual program shows how tourism stimulates economic development, pays quick dividends unlike capital-intensive industries, strengthens the municipal tax base and offsets municipal budget expenses.

Tourism important for local economies

The municipal awareness program continued to make local governments aware of the important role tourism can play in their area's economy. Resulting from the 170 presentations made across the province, 25 new tourism committees were developed, 2 tourism studies were undertaken without ministry funding and 10 tourism development planning programs were initiated.

The Division also placed a priority on the advocacy role with other ministries and agencies. For example, negotiations with the Ministry of Natural Resources over the past year will ensure that tourism interests are well represented in the resource allocation system which is crucial to the viability of the tourist industry. Consultants also submitted comments on official plans and environmental assessments to ensure tourism-related implications are considered in these processes.

A major function of the tourism field consultant is the delivery of financial assistance programs for the expansion, upgrading or new development of tourist facilities. In 1983-84 these included the interest subsidy and loan guarantee programs administered by the Ontario Development Corporations.

Field staff advised individual investors and operators on the appropriate level of financial assistance. They analyzed financial and marketing projections of individual projects to advise the Ontario Development Corporation on the viability of each loan application.

Consultants also acted as business advisors to operators such as hotel owners. Assistance included determination of other government and non-government lending institutions which could benefit expansion or other business plans.

Quetico Provincial Park

Ontario

Planning and Administration Division

A major undertaking for 1983-84 was co-ordination of the ministry head-office move into shared quarters – 77 Bloor Street West, Toronto. Besides consolidating the previously separated offices, the opportunity proved an appropriate occasion to meet the Ontario Government's Metro Plan space reduction policy to conserve office costs. Simultaneously, provision was made for expansion of Tourism Marketing's customer services counselling section, and the physical environment of the Sports and Fitness Branch was altered for greater efficiency.

The Division worked with senior management and program staff in the field to plan the reorganization of the ministry. The Division was directly involved in the formation of the Field Services Division, as the personnel coordinator is responsible for development and management of the ministry's human resources programs.

In the policy coordination role, the Division provided financial analysis and an "umbrella" corporate planning perspective for proposals from ministry program areas. The coordination facilitated setting of ministry priorities.

The Division continued to employ a unique, cost-efficient administrative structure. Financial systems, legal, audit and general administrative support were provided by the Ministries of Industry and Trade and Citizenship and Culture, minimizing the ministry's overhead costs.

Communications Branch

The Communications Branch provides a wide range of communication services to the ministry's three divisions, the Deputy Minister's office and the Minister's office. These services vary from organizing media conferences, to speech writing, print and newsletter production and communication counselling.

The Branch is involved in announcements as diverse as Ontario's amateur athlete of the year to the opening of a new ministry travel information centre. This annual report is another example of the work produced by the Branch. The front cover of this year's report reflects a new visual identity program the Branch established for the ministry during the year.

Ontario Tourism News and Ontario Recreation News, the two newsletters for clients of the two divisions, were reworked and given a new format as a result of the new visual program. The Branch produces monthly travel features on Ontario which are distributed to Canadian and U.S. media while specialized travel features go to travel trade media.

The Communications Branch is the front line of public enquiries about the ministry's work, handling well over one hundred information requests per day.

Corporate Advertising and Special Projects Group

Serving the entire Ontario Government, this group consulted with ministries and agencies on advertising policies, agency selection procedures and remuneration practices. It also coordinated special promotional projects and provided a comprehensive range of audio-visual services.

The group also coordinates the Government Information/Communication Program and its "Ontario 20" Ethnic component which portrays the province's multicultural fabric in advertising. In 1983-84, 22 advertisements conveying information on citizen services were produced and placed in more than 300 English language community newspapers, 12 French journals and 140 ethnic publications. Television commercials were produced in 20 languages and run on eight stations.

The group also supervised the Agency of Record, a centralized media purchasing service which executes all Canadian media buys by the Ontario government to achieve maximum cost efficiency. Last year, the unit processed over 900 media transactions on behalf of 14 advertising agencies and their government clients.

Again in 1983-84, the group organized the planning of Future Pod, an Ontario Place exhibit designed as a permanent showcase for Ontario high technology. As well, the group assisted in the production of the IMAX film, "Journey of Discovery," for playing in the Ontario Place Cinesphere.

Corporate Advertising and Special Projects Group assisted in the production of the Ontario Place Imax film, running during 1984 to mark Ontario's Bicentennial.

Ministry of Tourism and Recreation
Financial Data 1983-84

Ministry Administration Program

Main Office	$ 889,330
Planning & Administrative Services	718,631
Information Services	839,652
Corporate Advertising & Special Projects	721,078
Experience 83	1,578,111
Ontario Trillium Foundation	10,000,000
TOTAL FOR MINISTRY ADMINISTRATION	$ 14,746,802

Tourism Development Program

Program Administration	$ 366,951
Tourism Industry Development	1,909,791
Tourism Marketing Development	19,693,167
Tourism Field Operations	3,099,757
TOTAL FOR TOURISM DEVELOPMENT	$ 25,069,666

Parks and Attractions Program

Huronia Historical Parks	$ 1,854,086
Old Fort William	2,237,661
Ontario Place Corporation	4,461,000
St. Lawrence Parks Commission	10,553,211
St. Clair Parkway Commission	536,782
Thunder Bay Ski Jumps	940,000
Resort Development	832,761
TOTAL FOR PARKS AND ATTRACTIONS	$ 21,415,501

Recreation, Sports & Fitness Program

Program Administration	$ 370,672
Recreation	1,866,319
Sports & Fitness	11,892,337
Recreation, Sports and Fitness Field Operations	44,817,420
TOTAL FOR RECREATION, SPORTS & FITNESS	$ 58,946,748
MINISTRY TOTAL:	$120,178,717

Ontario

Parks and Attractions and Agencies

Major destinations offering top-quality recreational experiences are an essential element in Ontario's tourism draw. Many of the provincial government's parks and attractions are consolidated in the Ministry of Tourism and Recreation, symbolizing government's recognition of their potential for stimulating travel across the province.

Huronia Historical Parks

This component of the ministry administers the Historic Naval and Military Establishments, a restored 19th-century British naval and military defense outpost in Penetanguishene, and Sainte-Marie among the Hurons, a reconstructed 17th-century French Jesuit mission in Midland.

Highlighting 1983-84 at Huronia Historical Parks was a Canada-Ontario Employment Development (COED) grant of just under $1 million awarded to the Friends of Sainte-Marie volunteer group. Included in the grant was construction of a full-scale replica of the H.M. Schooner Bee at the Establishments as well as major restoration work at Sainte-Marie highlighted by the replacement of 13,000 palisade poles.

The new visitors' centre consisting of a ship display, audio-visual theatre and administrative facilities, contributed to an overall 18% attendance increase at the Establishments.

Finally, Sainte-Marie among the Hurons introduced a new program featuring Native culture of the 17th century as presented by two authentically-dressed Ojibway interpreters.

St. Clair Parkway Commission

The Commission is a Regional Parks System funded by the Province of Ontario, the Counties of Lambton and Kent and the Cities of Sarnia and Chatham. Its mandate is to preserve the St. Clair shoreline for public access, develop and maintain a scenic drive along the river, following the highway 40 corridor to Chatham, and to encourage tourism. The Commission raises 50% of its operating budget from its own facilities, which includes campgrounds, a golf course, marina and waterfront parks.

In 1984, the Sarnia Bay Marina funded by BILD will be completed. Construction began in 1983 on 253 transient docks. The facility will include washrooms and showers for boaters, an eatery and an administration centre.

Parkland improvements were also made during the last fiscal year.

A notable addition to Sainte-Marie among the Hurons in Midland last year was the addition of a Native program representing the Huron culture of the 17th century. Part of the program called for the employment of two Ojibway who worked as on-site interpreters. The program was made possible thanks to a co-operative effort between Sainte-Marie among the Hurons and the Georgian Bay Tribal Council.

Mooretown St. Clair

Minaki Lodge Resort Ltd.

A highlight of Minaki Lodge Resort's first season was the Wintario broadcast on the Global television network from the Lodge on the evening of April 28, which reached an audience of 500,000, helping promote tourism in northwest Ontario.

The Honourable Reuben Baetz and the Honourable Leo Bernier, with General Manager Richard Boustead, welcomed first guests the following morning.

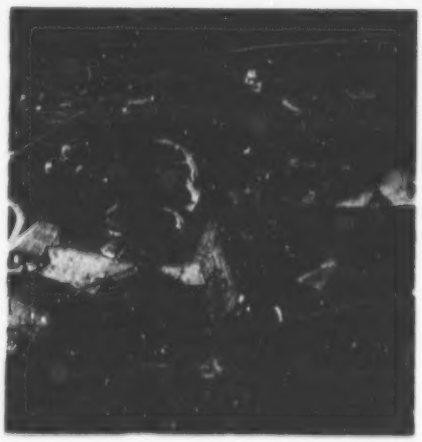
The major celebration of the Minaki Lodge season was the July 15 grand opening by Premier Davis and Curtis Carlson, Chairman of the Carlson Group of Companies which includes the Radisson Hotel Corporation. The sunny, hot day featured local entertainment as well as the impressive sound and sight of cannon, a flotilla of freighter canoes and voyageurs from Old Fort William, Thunder Bay.

The Lodge's first season lasted for 198 days into early November. 13,101 room-nights were sold, representing 55.1% of room-nights available.

156 seasonal employees were engaged. New dollars were invested in the community of Minaki and the payroll totalled $2,100,000.

Minaki Lodge was scheduled to open April 27 for the 1984 season.

Minaki Lodge



Old Fort William

Old Fort William in Thunder Bay was reconstructed as an educational and tourist resource to preserve and illustrate the fur trade heritage of the North West Company. In addition to running a full program of daily activities and seven special events, the fort mounted major-scale pageants for the openings of Minaki Lodge and the World Cup of Ski Jumping. For the year ending March 31, 1984 overall attendance totalled 104,725.

Other highlights included approval and pre-launch preparations for Rendezvous Fort William, a Bicentennial project designed to celebrate the 200th anniversaries of Ontario and the North West Company by retracing the original fur trade highways across the province from April 30 to August 24, 1984.

The new Fur Stores building opened. This is where thousands of pelts were quickly and efficiently graded, sorted, cleaned, pressed and re-packed for the journey to Montreal. The remaining three dozen or more buildings were used to gather furs from the Northwest and to facilitate their movement to overseas markets.

The Fort also hosted a segment of the first-ever Governor General's Canadian Study Conference, following a personal request from Edward Schreyer, then governor general of Canada.

Traditional Dancing Old Fort William

Niagara Parks Commission

The Niagara Parks Commission was created March 30, 1885 through the Niagara Falls Parks Act. Today it encompasses 1 130 hectares (2,800 acres) along 56 km (35 miles) of the Niagara River and includes historic sites, golf courses, marina, beaches, campgrounds and other tourist facilities.

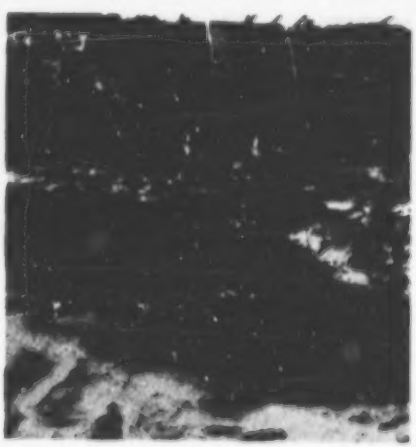
Total attendance at the attractions, golf courses and museums was 2,908,757, a slight increase over 1982. The Maid of the Mist incline railway had increased attendance from 113,623 to 717,125 due to warmer than usual winter conditions. Gross receipts increased 3.8% over 1982.

Highlights included inviting of tenders to construct a Canadian-made people-mover system which will transport visitors from a parking lot to various locations within the immediate area of the Falls.

A road realignment eased access to the School of Horticulture and a new visitor reception centre provided washroom facilities and a garden shop.

Licence plate surveys at Queen Victoria Park showed 56.3% of cars originating in the U.S.

Niagara Spanish Aero Car



Ontario

The Trillium Foundation

The Trillium Foundation receives its funds from the Ministry of Tourism and Recreation out of the proceeds of the Ontario Lottery Corporation. It is managed by a Board of Directors with extensive experience in the social service field.

In the first full year of operation the total grants and pledges approved by the Trillium Foundation amounted to $15,306,844. This sum has directly or indirectly assisted more than 1,000 local branches or membership groups around the province and has extended the work of more than 80,000 volunteers involved with the 21 charitable organizations that have been funded to year end.

In order to be eligible for Trillium funds a charity must be providing direct social services across the province or be an association of charities which collectively provides such services.

THE TRILLIUM FOUNDATION

St. Lawrence Parks Commission

During the construction of the St. Lawrence Seaway in the mid-1950s, The St. Lawrence Parks Commission was created to preserve and foster the historical and recreational aspects of the region. The Commission operates two major historic sites, Upper Canada Village and Old Fort Henry, as well as a championship golf course, marina, 15 provincial parks, picnic areas, migratory bird sanctuary, airstrip, two scenic parkways and a sugar bush, in addition to restaurants, gift shops and horticultural gardens.

Several major projects undertaken this year, including the completion of Bellamy's Flour and Grist mill at Upper Canada Village, the construction of shower facilities in four parks, and the renovation of historic Fairfield House, will add to the attractiveness of the Commission sites as a tourism destination in Ontario.

Old Fort Henry, Kingston

Thunder Bay Ski Jumps

The Thunder Bay Ski Jumps (Big Thunder) are regarded by international experts as having the ultimate design for jumper safety and are cited as an example to be followed for other world-class facilities. In recognition, in January of this year the federal Department of Fitness and Amateur Sport identified the site for development as national ski training centre.

The two jumps, one 90 metres and the other 70 metres, are in use an average of 150 training days per year. More than 200 Ontario athletes from six national, provincial and local teams used the facility to train and compete in 1983-84. In addition, more than 400 Ontario residents have trained as volunteers to assist in all aspects of training and competition.

The jumps were the site of the Molson World Cup of Ski Jumping, the Export A Cup Canadian Championships and the Pacific Rim Cup. These major events provided international publicity for the city of Thunder Bay and the province of Ontario as well.

For the first time this year, Big Thunder entered the field of 'nordic-combined' competition by hosting the Export A Cup Canadian Nordic Combined Championships.

Planning is underway for future site upgrading to ensure Big Thunder has the components required for all the Nordic ski disciplines for training and competition.

Thunder Bay Ski Jump

Ontario Lottery Corporation

Continuous public support for Ontario's lotteries has generated over $1 billion to help fund a diverse range of programs since 1975. Culture, sport recreation, heritage, health and environmentally-related health research have all benefited from money raised through the six games operated by the Ontario Lottery Corporation.

Last fiscal year produced proceeds of $216 million, with ticket sales reaching an all-time high of $661 million and prizes totalling $341 million. In addition to operating Wintario, Lottario, Provincial, Super Loto and Lotto 6/49, the Corporation launched a new instant game, Shoot to Score. Product prizes in Wintario and Super Loto assisted local manufacturing efforts, while Lotto 6/49 offered the largest tax-free jackpot of $13.9 million in North American history.

Ontario Place Corporation

For the past thirteen years Ontario Place has operated an internationally acclaimed cultural, leisure and entertainment parkland complex extending throughout three man-made islands along the Toronto waterfront. Created to provide a needed recreation and entertainment facility for Ontario's citizens and visitors, the park officially opened in May, 1971.

During its 1983 operating season, Ontario Place's attendance was 2,436,800. On-site market research indicated high levels of visitor satisfaction in terms of value and enjoyment of the facilities and services offered.

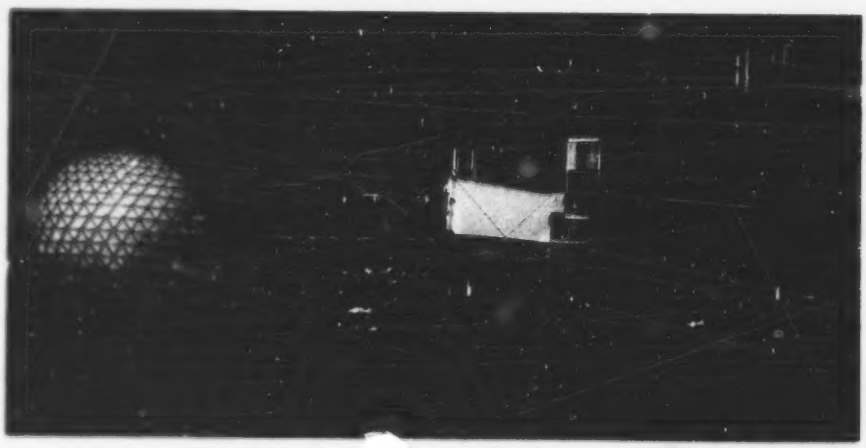
Attractions operating during the 1983 summer season included children's play areas, entertainment and programming venues and 21 restaurants, featuring the fine dining at the Trillium Restaurant and banquet facility.

A number of initiatives were introduced in 1983 with good success:

- The West Island roller-rink area was landscaped and, corporately sponsored, this new Summer Garden became the site for matinee performances, special promotional events and the "Dancing Under the Stars" program three nights a week.
- "Inward Passage," a 35mm film commissioned by the Ministry of Transportation and Communications to promote the Great Lakes/St. Lawrence Seaway System, premiered in Theatre 1.
- The 55-member Ontario Place Pops Orchestra was formed, in association with Boris Brott and the Hamilton Philharmonic Orchestra, to complement the summer entertainment lineup at the outdoor Forum theatre.
- A portion of the Waterslide was enclosed to produce a tunnel effect and the addition of a sprinkler-type system created a waterfall feature.
- Complete renovations were made to the Trillium Restaurant, enhancing its marketability as a facility for private functions during the shoulder seasons.
- Additional tour group packages were developed contributing to a 150% increase in tour group visits.
- In addition, several corporations sponsored high-profile Forum events, Summer Garden, Showboat, Landride and Tea Room.

Weekly Ontario draw

Ontario Place Corporation



Ontario

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